

Best Practices on Corporate Responsibility

Athens, 15/03/2010



Emmanuel Perakis



Page 1 of 143

I. INTRODUCTION



Page 2 of 143



What is Corporate Responsibility and what are its Myths?



stream 

Page 3 of 143

CR – Definition

Responsibility

Ability to Respond



stream 

Page 4 of 143

CR Definitions – Not one answer to it

EU Green Paper: "companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis"

Business for Social Responsibility: "meeting or exceeding the ethical, legal, commercial and public expectations that society has of business"

WBCSD: "the commitment of a business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life"

Sustainable Development: "the societal goal of meeting the needs of the current generation without compromising the ability of future generations to meet their needs"

Corporate Social Responsibility (CSR): "the business contribution to making this happen through the proactive management of a company's social and environmental impacts"

Canadian Centre for Philanthropy: «management practices that ensure the company minimises the negative impacts of its operations on society while maximising its positive impacts»



CR Definitions – Does it exists by itself?

Communicating
Building
Training
Selling
Marketing
Hiring

CSR

...in a responsible way!!



What are the benefits for a company?



stream 

Page 7 of 143

CR Essence – An Ethical issue

Two logics of action
(after James March):



The consequential logic:

- action is guided by the hope of favorable consequences
- “I do things because certain good results will follow”

The logic of appropriateness:

- identity (and the obligations associated with it) guides action –
- “I do things because of who I am; it is the right thing to do”

stream 

Page 8 of 143

CR Benefits - What's in for a company...

AREA	BENEFIT
BRAND	Improve Reputation Share Price
FINANCE	Costs Reduction Increase Sales
EMPLOYEES	Cooperation Attract Retain
SURVIVAL	Reduce Risks Avoid Crisis
INNOVATION	Improve

Survival – Damaging for reputation

Sales



& evaluation

Supply



& use of child labour in third world

Ethics



& governance

SIEMENS

WORLD.COM

Risk

& risk taking

LEHMAN BROTHERS



Survival – Have they been affected?

GLS- Germany



Banca Etica – Italy



Merkur – Danmark



Charity Bank – UK



Cultura Bank – Norway



Ekobanken – Sweden



Neff – France



Triodos – Netherlands



So what is the issue?



CR Trends – Increasing interest



Today
106 ml pages

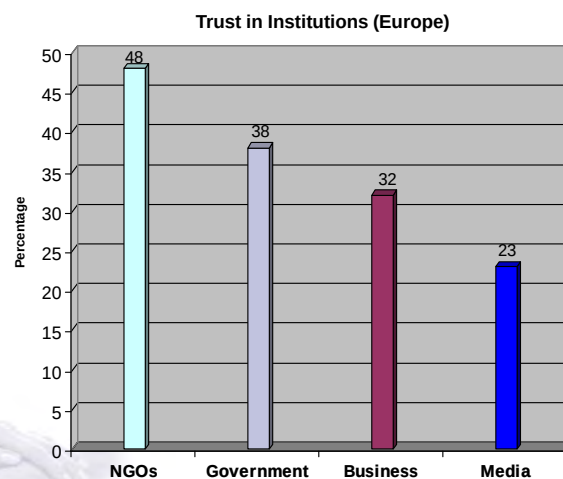
2006
12 ml pages

2001
1 ml pages

stream

Page 13 of 143

Perception – Trust in institutions

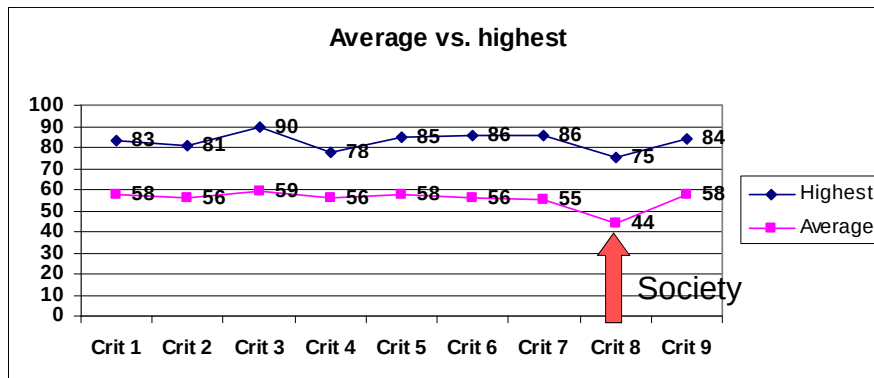


Source: IMD Webcast 5th October 2005

stream

Page 14 of 143

Results–Areas european companies emphasize on



Source: European Quality Award Scores 2004-2007



Page 15 of 143



MANAGEMENT






Page 16 of 143

CR Trends – Corporate Models and Standards

Systems	Reporting	Ratings/Indexes	Networking
      	 	   	   

CR Trends – The UN's Global Compact Principles

within the “sphere of influence”

1. Support and respect the protection of human rights
2. Make sure not to be complicit in human rights abuses
3. Recognize freedom of association and the right to collective bargaining
4. Eliminate all forms of forced and compulsory labor
5. Abolish child labor
6. Eliminate discrimination in employment and occupation
7. Support a precautionary approach to environmental challenges
8. Promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies
10. Work against corruption



CR Trends – The under development ISO26000

CLAUSE 1 – SCOPE

CLAUSE 2 – DEFINITIONS

CLAUSE 3 – UNDERSTANDING SOCIAL RESPONSIBILITY

CLAUSE 4 – PRINCIPLES OF SOCIAL RESPONSIBILITY

CLAUSE 5 – RECOGNIZING SR & ENGAGING STAKEHOLDERS

CLAUSE 6 – GUIDANCE ON SR CORE SUBJECTS



CLAUSE 7 – GUIDANCE ON INTEGRATING SR THROUGHOUT THE ORGANIZATION

Enhancing Credibility (7.6)

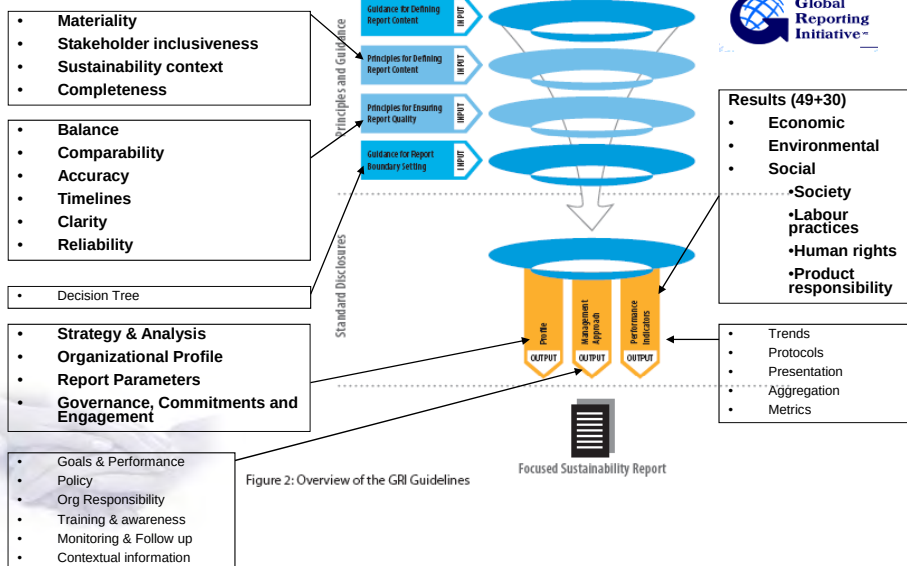
Communication (7.5):

ANNEX A – VOLUNTARY INITIATIVE AND TOOLS FOR SR



Page 19 of 143

CR Trends – The GRI G3 Guidelines



Page 20 of 143

CR Reporting – 5 Trends



Move to multiple versions



Interest in integration



More data, hard targets



Acknowledgement of GRI, not adherence



Limited assurance



CR Ratings – Environmental Performance

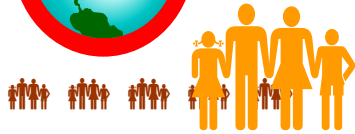
Environmental Performance Index – Rankings & Scores

Rank	Country	Score	Rank	Country	Score	Rank	Country	Score
1	Switzerland	98.5	81	South Korea	78.4	161	Laos	66.5
2	Norway	98.1	82	Cyprus	78.2	162	Madagascar	66.4
3	Norway	98.1	83	Thailand	78.2	163	City of Timor	66.3
4	Finland	98.4	84	Zambia	79.7	164	Honduras	66.1
5	Costa Rica	98.5	85	Netherlands	79.7	165	Croatia	66.1
6	Austria	98.4	86	Bulgaria	78.5	166	Uruguay	65.0
7	New Zealand	98.5	87	Belgium	78.4	167	Guatemala	64.0
8	Latvia	98.6	88	Norfolk	78.1	168	Guinea	64.4
9	Colombia	98.8	89	Turkey	78.1	169	Paraguay	64.8
10	France	98.8	90	Peru	78.1	170	Belize	64.7
11	Ireland	98.8	91	Armenia	77.9	171	Senegal	64.5
12	Canada	98.8	92	Armenia	77.9	172	United Arab Emirates	64.0
13	Germany	98.8	93	Paraguay	77.7	173	Tanzania	63.8
14	United Kingdom	98.8	94	Spain	77.7	174	Dominican	63.8
15	Sweden	98.8	95	El Salvador	77.7	175	Senegal	63.8
16	Chad	98.8	96	Kenya	77.5	176	Togo	63.7
17	Sweden	98.8	97	Iran	76.7	177	Malawi	63.6
18	Malaysia	98.8	98	Czech Republic	76.6	178	Guatemala	63.6
19	France	98.8	99	Guatemala	76.4	179	India	63.7
20	France	98.8	100	Jordan	76.5	180	India	63.7
21	Japan	98.8	101	Spain	76.5	181	Kenya	63.6
22	France	98.8	102	Turkey	76.5	182	Kenya	63.6
23	France	98.8	103	Honduras	76.4	183	Kenya	63.6
24	France	98.8	104	Honduras	76.4	184	Kenya	63.6
25	France	98.8	105	Honduras	76.4	185	Kenya	63.6
26	France	98.8	106	Honduras	76.4	186	Kenya	63.6
27	France	98.8	107	Honduras	76.4	187	Kenya	63.6
28	France	98.8	108	Honduras	76.4	188	Kenya	63.6
29	France	98.8	109	Honduras	76.4	189	Kenya	63.6
30	France	98.8	110	Honduras	76.4	190	Kenya	63.6
31	France	98.8	111	Honduras	76.4	191	Kenya	63.6
32	France	98.8	112	Honduras	76.4	192	Kenya	63.6
33	France	98.8	113	Honduras	76.4	193	Kenya	63.6
34	France	98.8	114	Honduras	76.4	194	Kenya	63.6
35	France	98.8	115	Honduras	76.4	195	Kenya	63.6
36	France	98.8	116	Honduras	76.4	196	Kenya	63.6
37	France	98.8	117	Honduras	76.4	197	Kenya	63.6
38	France	98.8	118	Honduras	76.4	198	Kenya	63.6
39	France	98.8	119	Honduras	76.4	199	Kenya	63.6
40	France	98.8	120	Honduras	76.4	200	Kenya	63.6
41	France	98.8	121	Honduras	76.4	201	Kenya	63.6
42	France	98.8	122	Honduras	76.4	202	Kenya	63.6
43	France	98.8	123	Honduras	76.4	203	Kenya	63.6
44	France	98.8	124	Honduras	76.4	204	Kenya	63.6
45	France	98.8	125	Honduras	76.4	205	Kenya	63.6
46	France	98.8	126	Honduras	76.4	206	Kenya	63.6
47	France	98.8	127	Honduras	76.4	207	Kenya	63.6
48	France	98.8	128	Honduras	76.4	208	Kenya	63.6
49	France	98.8	129	Honduras	76.4	209	Kenya	63.6
50	France	98.8	130	Honduras	76.4	210	Kenya	63.6
51	France	98.8	131	Honduras	76.4	211	Kenya	63.6
52	France	98.8	132	Honduras	76.4	212	Kenya	63.6
53	France	98.8	133	Honduras	76.4	213	Kenya	63.6
54	France	98.8	134	Honduras	76.4	214	Kenya	63.6
55	France	98.8	135	Honduras	76.4	215	Kenya	63.6
56	France	98.8	136	Honduras	76.4	216	Kenya	63.6
57	France	98.8	137	Honduras	76.4	217	Kenya	63.6
58	France	98.8	138	Honduras	76.4	218	Kenya	63.6
59	France	98.8	139	Honduras	76.4	219	Kenya	63.6
60	France	98.8	140	Honduras	76.4	220	Kenya	63.6
61	France	98.8	141	Honduras	76.4	221	Kenya	63.6
62	France	98.8	142	Honduras	76.4	222	Kenya	63.6
63	France	98.8	143	Honduras	76.4	223	Kenya	63.6
64	France	98.8	144	Honduras	76.4	224	Kenya	63.6
65	France	98.8	145	Honduras	76.4	225	Kenya	63.6
66	France	98.8	146	Honduras	76.4	226	Kenya	63.6
67	France	98.8	147	Honduras	76.4	227	Kenya	63.6
68	France	98.8	148	Honduras	76.4	228	Kenya	63.6
69	France	98.8	149	Honduras	76.4	229	Kenya	63.6
70	France	98.8	150	Honduras	76.4	230	Kenya	63.6
71	France	98.8	151	Honduras	76.4	231	Kenya	63.6
72	France	98.8	152	Honduras	76.4	232	Kenya	63.6
73	France	98.8	153	Honduras	76.4	233	Kenya	63.6
74	France	98.8	154	Honduras	76.4	234	Kenya	63.6
75	France	98.8	155	Honduras	76.4	235	Kenya	63.6
76	France	98.8	156	Honduras	76.4	236	Kenya	63.6
77	France	98.8	157	Honduras	76.4	237	Kenya	63.6
78	France	98.8	158	Honduras	76.4	238	Kenya	63.6
79	France	98.8	159	Honduras	76.4	239	Kenya	63.6
80	France	98.8	160	Honduras	76.4	240	Kenya	63.6
81	France	98.8	161	Honduras	76.4	241	Kenya	63.6
82	France	98.8	162	Honduras	76.4	242	Kenya	63.6
83	France	98.8	163	Honduras	76.4	243	Kenya	63.6
84	France	98.8	164	Honduras	76.4	244	Kenya	63.6
85	France	98.8	165	Honduras	76.4	245	Kenya	63.6
86	France	98.8	166	Honduras	76.4	246	Kenya	63.6
87	France	98.8	167	Honduras	76.4	247	Kenya	63.6
88	France	98.8	168	Honduras	76.4	248	Kenya	63.6
89	France	98.8	169	Honduras	76.4	249	Kenya	63.6
90	France	98.8	170	Honduras	76.4	250	Kenya	63.6
91	France	98.8	171	Honduras	76.4	251	Kenya	63.6
92	France	98.8	172	Honduras	76.4	252	Kenya	63.6
93	France	98.8	173	Honduras	76.4	253	Kenya	63.6
94	France	98.8	174	Honduras	76.4	254	Kenya	63.6
95	France	98.8	175	Honduras	76.4	255	Kenya	63.6
96	France	98.8	176	Honduras	76.4	256	Kenya	63.6
97	France	98.8	177	Honduras	76.4	257	Kenya	63.6
98	France	98.8	178	Honduras	76.4	258	Kenya	63.6
99	France	98.8	179	Honduras	76.4	259	Kenya	63.6
100	France	98.8	180	Honduras	76.4	260	Kenya	63.6
101	France	98.8	181	Honduras	76.4	261	Kenya	63.6
102	France	98.8	182	Honduras	76.4	262	Kenya	63.6
103	France	98.8	183	Honduras	76.4	263	Kenya	63.6
104	France	98.8	184	Honduras	76.4	264	Kenya	63.6
105	France	98.8	185	Honduras	76.4	265	Kenya	63.6
106	France	98.8	186	Honduras	76.4	266	Kenya	63.6
107	France	98.8	187	Honduras	76.4	267	Kenya	63.6
108	France	98.8	188	Honduras	76.4	268	Kenya	63.6
109	France	98.8	189	Honduras	76.4	269	Kenya	63.6
110	France	98.8	190	Honduras	76.4	270	Kenya	63.6
111	France	98.8	191	Honduras	76.4	271	Kenya	63.6
112	France	98.8	192	Honduras	76.4	272	Kenya	63.6
113	France	98.8	193	Honduras	76.4	273	Kenya	63.6
114	France	98.8	194	Honduras	76.4	274	Kenya	63.6
115	France	98.8	195	Honduras	76.4	275	Kenya	63.6
116	France	98.8	196	Honduras	76.4	276	Kenya	63.6
117	France	98.8	197	Honduras	76.4	277	Kenya	63.6
118	France	98.8	198	Honduras	76.4	278	Kenya	63.6
119	France	98.8	199	Honduras	76.4	279	Kenya	63.6
120	France	98.8	200	Honduras	76.4	280	Kenya	63.6
121	France	98.8	201	Honduras	76.4	281	Kenya	63.6
122	France	98.8	202	Honduras	76.4	282	Kenya	63.6
123	France	98.8	203	Honduras	76.4	283	Kenya	63.6
124	France	98.8	204	Honduras	76.4	284	Kenya	63.6
125	France	98.8	205	Honduras	76.4	285	Kenya	63.6
126	France	98.8	206	Honduras	76.4	286	Kenya	63.6
127	France	98.8	207	Honduras	76.4	287	Kenya	63.6
128	France	98.8	208	Honduras	76.4	288	Kenya	63.6
129	France	98.8	209	Honduras	76.4	289	Kenya	63.6
130	France	98.8	210	Honduras	76.4	290	Kenya	63.6
131	France	98.8	211	Honduras	76.4	291	Kenya	63.6
132	France	98.8	212	Honduras	76.4	292	Kenya	63.6
133	France	98.8	213	Honduras	76.4	293	Kenya	63.6
134	France	98.8	214	Honduras	76.4	294	Kenya	63.6
135	France	98.8	215	Honduras	76.4	295	Kenya	63.6
136	France	98.8	216	Honduras	76.4	296	Kenya	63.6
137	France	98.8	217	Honduras	76.4	297	Kenya	63.6
138	France	98.8	218	Honduras	76.4	298	Kenya	63.6
139	France	98.8	219	Honduras	76.4	299	Kenya	63.6
140	France	98.8	220	Honduras	76.4	300	Kenya	63.6
141	France	98.8	221	Honduras	76.4	301	Kenya	63.6
142	France	98.8	222	Honduras	76.4	302	Kenya	63.6
143	France	98.8	223	Honduras	76.4	303	Kenya	63.6
144	France	98.8	224	Honduras	76.4	304	Kenya	63.6
145	France	98.8	225	Honduras	76.4	305	Kenya	63.6
146	France	98.8	226	Honduras	76.4	306	Kenya	63.6
147	France	98.8	227	Honduras	76.4	307	Kenya	63.6
148	France	98.8	228	Honduras	76.4	308	Kenya	63.6
149	France	98.8	229	Honduras	76.4	309	Kenya	63.6
150	France	98.8	230	Honduras	76.4	310	Kenya	63.6
151	France	98.8	231	Honduras	76.4	311	Kenya	63.6
152	France	98.8	232	Honduras	76.4	312	Kenya	63.6
153	France	98.8	233	Honduras	76.4	313	Kenya	63.6
154	France	98.8	234	Honduras	76.4	314	Kenya	63.6
155	France	98.8	235	Honduras	76.4	315	Kenya	63.6
156	France	98.8	236	Honduras	76.4	316	Kenya	63.6
157	France	98.8	237	Honduras	76.4	317	Kenya	63.6
158	France	98.8	238	Honduras	76.4	318	Kenya	63.6
159	France	98.8	239	Honduras	76.4	319	Kenya	63.6
160	France	98.8	240	Honduras	76.4	320	Kenya	63.6
161	France	98.8	241	Honduras	76.4	321	Kenya	63.6
162	France	98.8	242	Honduras	76.4	322	Kenya	63.6
163	France	98.8	243</					

CR Trends – Revolution?



According to WWF we already exceed nature's capacity by 20%



20% of world population consume 80% of it's resources.



World population will grow by 50% before stabilizing in 25-30 years

Therefore we need to reach a resource efficiency of:



1.2

x

4

x

1.5

≈

7.2

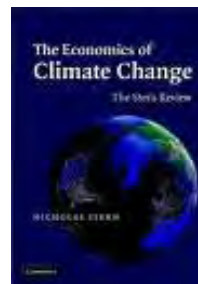
stream

Page 25 of 143

CR Trends – GHG emissions

'The cost of doing nothing could reach 20% of gross global product by mid century with conservative estimates suggesting 5% resulting in the **worst economic depression** in history....The cost of action now would amount to around 1% of gross global product.'

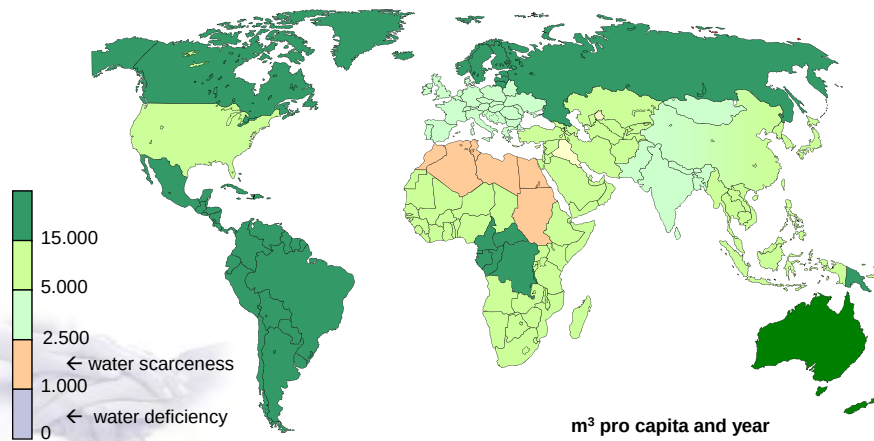
-50% CO2 cuts on average
-80% CO2 cuts in West



stream

Page 26 of 143

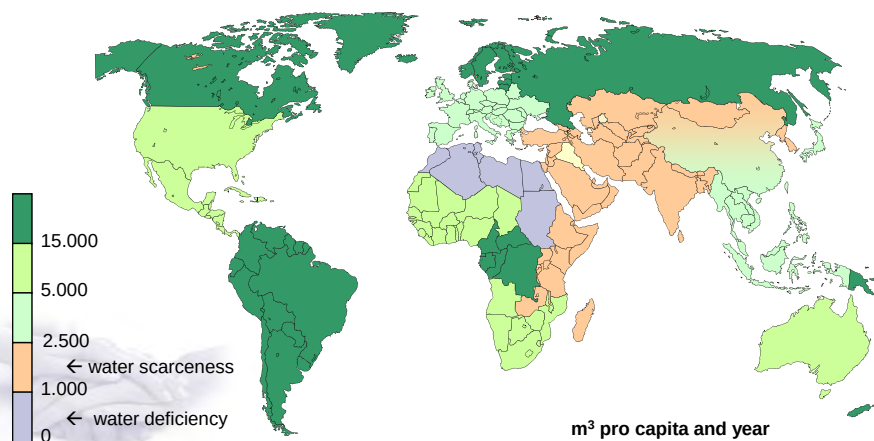
Ecology - Availability of drinking water 1950



stream

Page 27 of 143

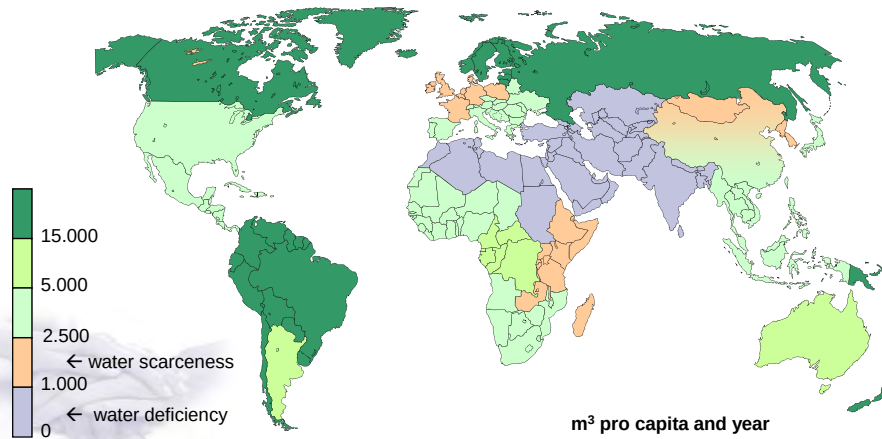
Ecology - Availability of drinking water 1995



stream

Page 28 of 143

Ecology - Availability of drinking water 2025



CR Program - Focusing on the big picture

Interface FLOR



Ray Anderson – Chairman & Founder

mission



Mission Zero:

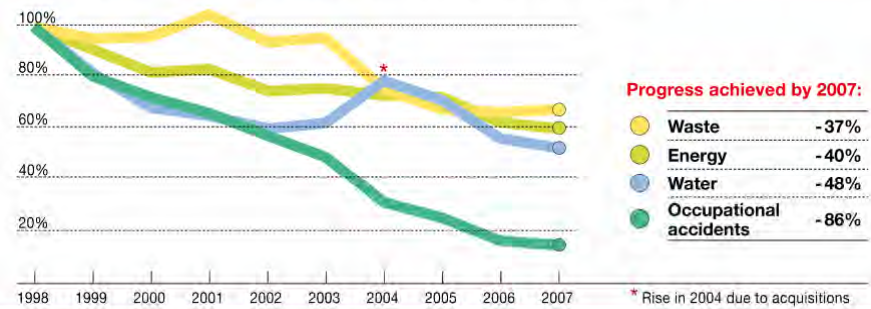
*our promise to eliminate
any negative impact our company
may have on the environment
by the year 2020.*

CR Program - Finding critical issues



Performance 1998 – 2007

Environmental indicators per metric ton of output, occupational accidents per million hours worked



stream

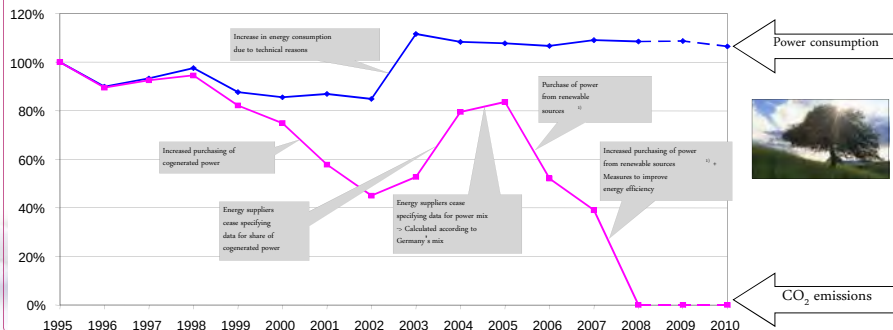
Page 31 of 143

CR Program - Focusing on energy



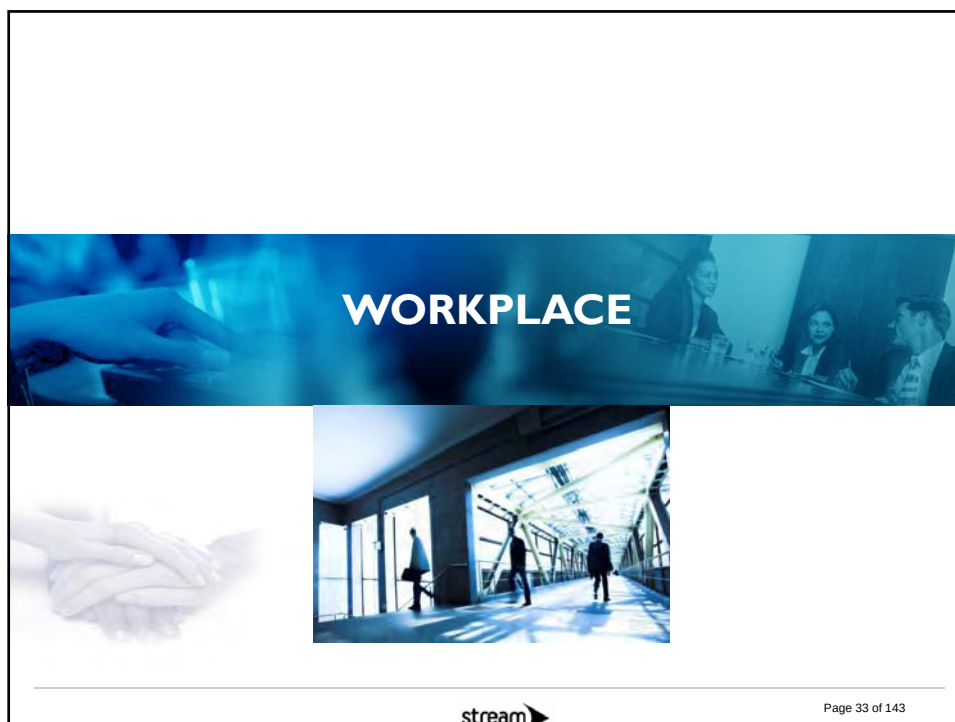
100% of our power needs in Germany have been met from renewable sources since January 2008.

Entkopplung Stromverbrauch / CO₂-Emissionen
Deutsche Telekom Deutschland (1995 = 100 %)



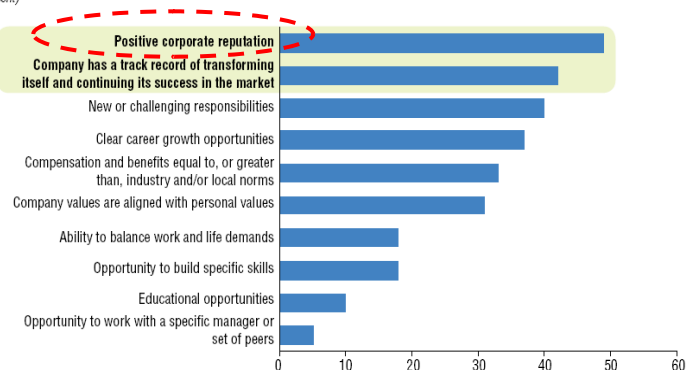
stream

Page 32 of 143



Employees - Increase attraction and retention

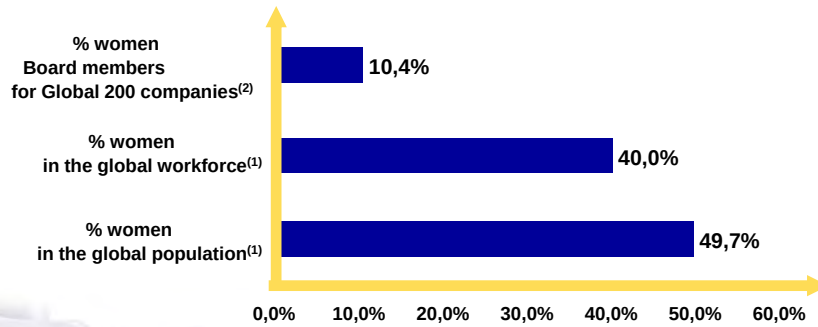
Figure 15. What do you believe are the most important characteristics that attract candidates to your organization?
(Percent)



Source: IBM Global HR Study 2008 / 400 HR Exec.

Women - Global trends

There is a large gap between the representation of women in the workforce and on Boards

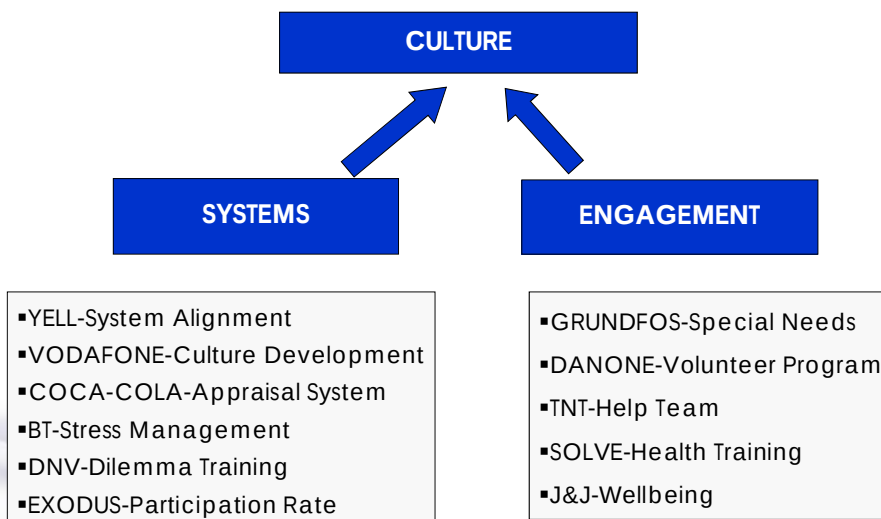


WEF Equality 2009
Island: 1st
Greece: 86th (69 in 2006)

(1) World Bank, 2004

(2) Corporate Women Directors International, 2004

CR Program - Culture development examples



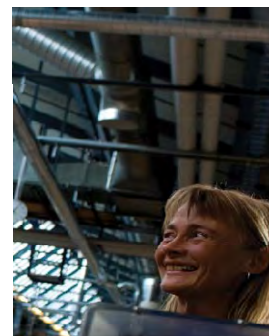
CR Program - Values, Principles, Goals



CR Program – People with special needs



- Group goal; 3% of all Grundfos' employees shall be employed on special terms
- Target group:
 - Physical, psychological and social problems
 - Integration of refugees and immigrants
 - Young criminals
- The flex workshop in Grundfos Bjerringbro celebrated it's 40 years anniversary earlier this year
- There are flex workshops in several of Grundfos' companies, e.g. in Hungary and China



CR Programs – Training on health aspects

SOLVE

	Day 1	Day 2	Day 3	Day 4
09h00-09h30	Introduction and formalities	Understanding stress	Introduction violence	Introduction tobacco
10h00-10h30		Stress Simulation 2	Understanding violence	Understanding tobacco
11h00-11h30	Introduction PowerPoint			Tobacco Simulation 6
11h30-12h30	Management part I	Introduction Alcohol & Drugs	Violence Simulation 4	Policy presentation
14h00-14h30		Understanding Alcohol & Drugs	Introduction AIDS	Case presentation
14h30-15h00	Simulation I			Case workshop
15h00-15h30		Alcohol & Drugs Simulation 3	Understanding AIDS	Case reconciliation
16h00-16h30				Action planning
16h00-17h30	Introduction stress		AIDS Simulation 5	Summary and conclusions



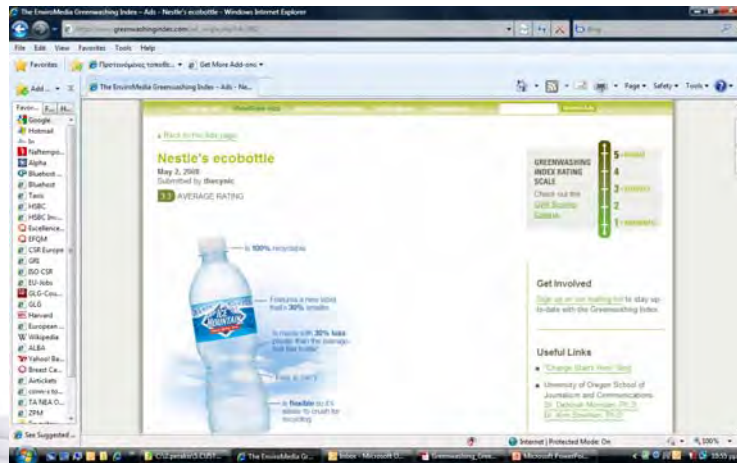
Page 39 of 143

MARKETPLACE, PRODUCTS, SUPPLIERS



Page 40 of 143

CR Communication – Greenwashing Rating

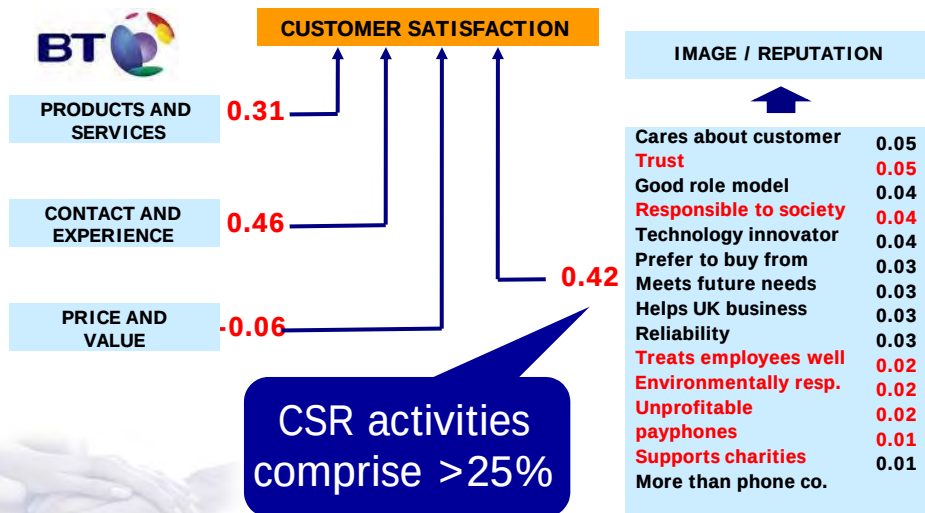


Source: www.greenwashingindex.com



Page 41 of 143

CR Trend – Understand impact



Model based on BT Retail internal data (Residential Customers)

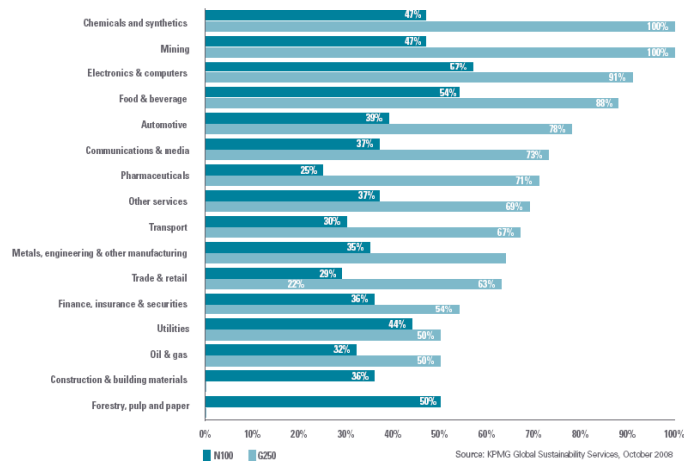
© BT Group 2002



Page 42 of 143

CR Trends – Supply Chain

Figure 5.4 Reports that address supply chain risks, by sector (G250 and N100)



Page 43 of 143

CR Program-Supply Chain



- series of standards on issues such as the environment and labour issues expected suppliers to take account of.
- Sustainability accounts for 25% of the overall score in BT's procurement scorecard for its suppliers.



- initial supplier selection on five factors of 20% weighting each (technology, quality, responsiveness, cost, and CSR fundamentals).
- several 'zero tolerance' items (e.g. underage child workers, forced labour, health and safety issues and violation of environmental laws).



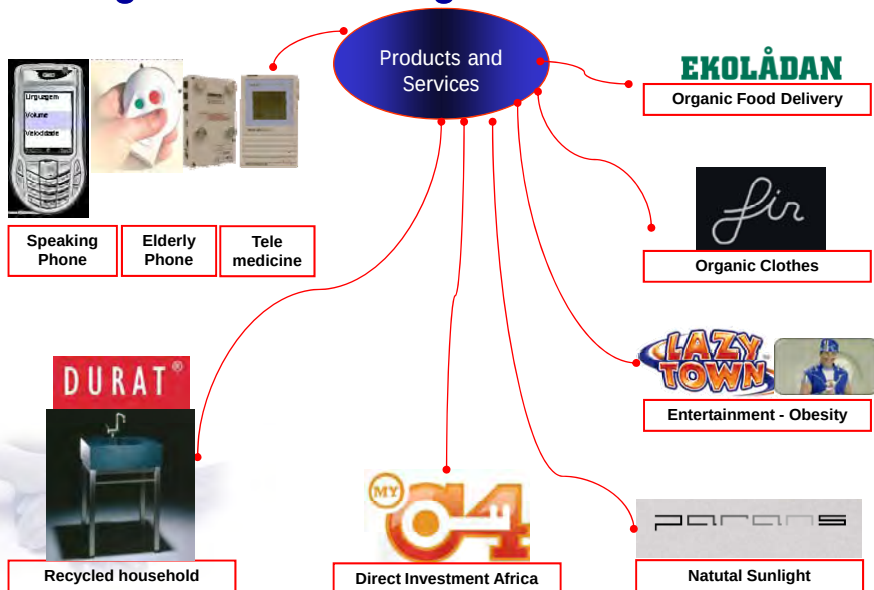
Page 44 of 143

CR Program – Sharing information



- The "Our Footprint" label appears on the side of each footwear box:
- Environmental Impact: Provides the average amount of kilowatt hours (kWh) needed to produce a pair of Timberland(R) footwear; in addition, it indicates the amount of Timberland's energy that is generated from renewable resources
- Community Impact: Details what percentage of factories are assessed by against the company's code of conduct, reiterates Timberland's strict no child labor policies, and shares the total number of hours volunteered in the community by Timberland employees.
- Manufactured: Lists the name and location of the factory where the product was made.

CR Programs - Revenue generation



CR Communication – Position messages



Boy_In_Love_Recycling_07.wmv



Page 47 of 143



SOCIETY



Page 48 of 143

Situation - Contradictions

More than 2.7 bil. people live with less than 2 \$ per day

DAEWOO Logistics
Madagaskar
50% of land=1,3 ml hectares
99 years

Millennium
Goal

vs

Financial
Crisis

Need

150 bl USD

10,000 bl USD

Actual

75 bl USD

10,000 bl USD

stream

Page 49 of 143

CR Ratings – Gross Domestic Happiness



King Singye



Bhutan



King Khesar

4 Domains:

- Economy
- Environment
- Civilization
- Governance

9 Dimensions:

- Psychological Well-being
- Time Use
- Community Vitality
- Culture
- Health
- Education
- Environmental Diversity
- Living Standard
- Governance

72 Indicators:

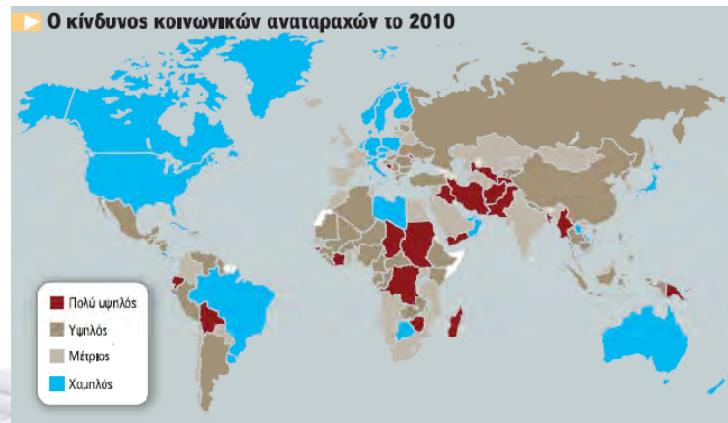
- Family vitality indicator,
- Safety indicator,
- Reciprocity indicator,
- Trust indicator,
- Social support indicator,
- Socialization indicator, and
- Kinship density indicator.

- Ecological degradation indicator,
- Ecological knowledge indicator,
- Afforestation indicator.

stream

Page 50 of 143

Situation – Social instability risk



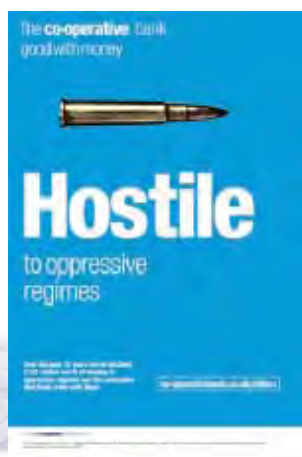
Source: economist.com

stream

Page 51 of 143

CR Programs – Financial rejections

The co-operative



Bank – all business declines by Issue, 2007	Estimated Income foregone 2007
International development and human rights 123 finance opportunities were referred to the Ethical Policy Unit in connection with International development, of which 11 were declined. Issues of concern included: support for oppressive regimes; transfer of armaments to oppressive regimes; and systematic failure to comply with basic labour standards. For further details, see page 22.	£1,926,000
Animal welfare 45 finance opportunities were referred to the Ethical Policy Unit in connection with animal welfare, of which nine were declined. Issues of concern included: animal testing for cosmetic and household products; use of intensive farming methods; involvement in blood sports; and involvement in the fur trade. For further details, see page 33.	£1,563,000
Ecological Impact 118 finance opportunities were referred to the Ethical Policy Unit in connection with ecological impact, of which 10 were declined. Issues of concern included: support for fossil fuel extraction and production; production of unsustainable chemicals; and deforestation. For further details, see pages 74, 84, 90 and 96.	£1,399,000

stream

Page 52 of 143

CR Program - Donation and customer involvement



THIS IS YOUR CIVIC ACCOUNT

REVOLUTION

Maria Ruiz Conde
Paseo de Gracia 315, 4º A
Barcelona 08015

Barcelona, November 2007

At Caja Navarra we have prepared letters for customers. For example, you have the right to choose which social projects you want to help with the profits your money generates in this financial institution and to know how much is contributed to them. That is why we are sending you this information:

- The amount Caja Navarra earned with you in 2006 is: 664.74 euros
- The amount you allocate to social projects is: 210.13 euros

Just as you decided, this amount is divided between the following projects:

- Programme to prevent AIDS in Eritrea, Namibia (Médicos del Mundo) (Doctors of the World): 126.83 euros
- Sustainable schools - Youth Exchange (UNICEF) (Barcelona): 84.30 euros

As you can see, your contribution is very important, because when it is added to other customers' contributions, it comes to a total of 42 million euros in 2006, which have been invested in 1,291 social projects. The (very beneficial) revolution is taking small steps forward with your help. Let's keep going!

Best regards,



Enrique López
Enrique López de Larrea
DIRECTOR GENERAL DE CAJA NAVARRA

* AS CONCLUDED IN THE REPORT ISSUED BY ERNST & YOUNG, THE CIVIC ACCOUNT CALCULATION METHOD IS REASONABLE AND IT HAS BEEN USED CORRECTLY.

can

CR Program – Bottom of the Pyramid



- Project Shakti supports 25,000 underprivileged women, distributing products in 100,000 villages to more than 70 million consumers
- aims to cover 500,000 villages with 100,000 entrepreneurs reaching out to 600 million people



- Joint venture 50%-50%. Danone owns the plant. Grameen provides micro-credit and trains 'Grameen ladies' involved in the marketing of the product
- Each serving of yogurt contains 3 times as many nutrients as the
- competition, costs less than 0,06 €, and comes in a 100% biodegradable cup.
- Danone Foods sources the milk from hundreds of microfarmers, who own 1 or 2 cows



- Grameen Foundation and Nokia work together with local operators and microfinance institutions





"Ν' αγαπάς την ευθύνη.
Να λες: Εγώ μονάχος μου έχω
χρέος να σώσω τη γη.
Άμα δε σωθεί εγώ θα φταίω".
Ν. Καζαντζάκης, Ασκητική.

Ν.Καζαντζάκης
(1883-1957 μ.Χ)

stream 

Page 55 of 143

CR Performance – The 9 Do's and Don't of CR

1. **Do** it and **do not** preach it
2. **Do** focus on the long term and **do not** focus on the short term
3. **Do** include it in your values and **do not** exclude it from your appraisal system
4. **Do** promote it internally as a means of being ethical with positive side-effects for the business and **do not** promote it as a means to increase sales
5. **Do** centralize the coordination of CR processes, but **do not** centralize the activities themselves
6. **Do** focus 80% of your effort in becoming more responsible and 20% on making others aware of it and **not** the other way around
7. **Do** hire multiskilled people to coordinate CR and **not** those with PR skills only
8. **Do** communicate and be open and **don't** keep information and ideas to yourself
9. **Do** measure the results you achieve and **do not** measure only the perception



Thank you for your time!

For further questions please contact:



Emmanuel Perakis
STREAM Management Consulting
info@stream-eu.com
+30-69446 00446



Page 57 of 143